



Five Counties  
CHILDREN'S CENTRE

# Building Abilities for Life



Nick and his Occupational Therapist, Nicole

Annual Report 2018 • 2019

# Annual Report of the Chairperson of the Board and the Chief Executive Officer

Adam White Board Chair, Diane Pick CEO

**Everything is better when  
we stick together.**

—The Lego Movie

In the Lego Movie, when our hero, Emmet is drafted into the resistance with the Master Builders he learns many vital life lessons. Most of Emmet's world is founded on the belief that routine and following rules are of the utmost importance. Through his adventures Emmet learns to be creative and his community of Master Builders encourage him to be unique. Important lessons for Five Counties this year have been to be creative about how we serve kids and families and to celebrate the importance of our community in developing and realizing our unique vision.

## **Vision:**

A dedicated group of families and staff participated in a workshop to craft our new vision. **Our facilitator used a technique called Lego Serious Play.** The workshop resulted in a compelling new vision. We gathered input from staff and families who responded with resounding support. The Board of Directors is proud to announce the new vision for Five Counties Children's Centre:

## **Building Abilities for Life**

Our Strategic Themes remain to: Help more kids in more ways; Lead the way through innovation; and Improve outcomes for kids. Our work this year has helped us achieve each of our strategic themes.

**Help More Kids in More Ways:  
“Don't worry about what  
others are doing. You must  
embrace what is special  
about you.”**

—Vitruvius

## **1. Implementation of School Based Rehabilitation Services:**

The Ministry of Children, Community and Social Services supported the move of the School Based Rehabilitation Services from the Local Health Integration Networks to the Children's Treatment Centres across the province. This transition occurred for Five Counties Children's Centre January 1, 2019. After advocating for this transfer for more than 30 years this was a time of celebration.

**Our partnerships with our three District School Boards: Kawartha Pine Ridge, PVNCC and Trillium Lakelands have been enriched with our new role. We look forward to building on this opportunity to work together to achieve improved outcomes for kids.**

## **2. Preparation for Individualized Funding of Therapy Services:**

### **o Board policy development:**

The Board of Directors will provide the guiding principles for the development of a purchase of service option for families. The guiding principles will be based on the strong core values of the Centre and will provide policy direction for our team as we move forward developing this innovative new option.



Scott and Occupational Therapist  
Kate at seating clinic.

### **o Market Segments:**

A small working group comprised of staff and leaders worked to design family groupings based on the services that families require. They identified four family groupings:

- Kids who require multiple services over a long period of time;
- Kids who require multiple services intermittently;
- Kids who require one service over a long period of time; and
- Kids who require one service for a short period of time.

The working group outlined the benefits of service provided by the Centre for each of our family groupings. This work provides the foundation for the next step: Developing a marketing plan.

### **o Marketing Plan:**

**The Centre is fortunate to work with Sofie Andreou a local marketing expert.** Sofie led the development of communication tools and strategies to begin to share our great stories in a focused manner to encourage families to continue to use the excellent services provided by Five Counties Children's Centre.

Lead the Way Through Innovation:  
**“Everything is awesome  
everything is cool  
when you are part  
of a team.”** –Emmet

### 1. One Child, One Plan, One Team

Our ongoing implementation of Coordinated Service Planning across Haliburton, Peterborough and the City of Kawartha Lakes has cemented our strong relationships with our partners. Point in Time, Tri-County Community Support Services and Community Living Trent Highlands have become major partners as we work together to achieve our common vision of **“One Child, One Plan, One Team.”**

### 2. In House Fund Development

With the dissolution of the Five Counties Children’s Centre Foundation April 1, 2018, the Centre had the opportunity to incorporate the Fund Development staff within our team. This transition has enhanced our team and resulted in two significant benefits:

- New Communications and Government Relations Committee: This committee brought new talents to our Board of Directors and an increased focus on these key functions for our organization.
- Increased coordination of internal and external communications: Our Fund Development staff works closely with our internal communications support staff. This teamwork has enhanced our external marketing and our internal communication. Follow us on Twitter, Instagram, Facebook.

### 3. Employee Advisory Committee

In response to feedback from our team we have implemented a new Employee Advisory Committee. The purpose of the Committee is: To act as champions, promoting a work environment characterized by trust, honesty and fairness. The Committee provides a forum for open discussion that encourages input and feedback. We look forward to following where our internal champions lead us.

### 4. Purchase of 800 Division Street

We were very excited to have the opportunity to purchase our previously rented facility at 800 Division Street in Cobourg. To complete this complicated transaction, **we were pleased to incorporate the expertise of the LLF Lawyers legal team.** The purchase concluded on March 13th and the Centre is now the proud owner of 800 Division Street.

**Improve Outcomes for  
Children and Youth  
“You can’t be a hero if you  
only care about yourself.”**

–Batman

Together we provided service to:

- 4,020 number of children served
- 32,507 number of visits
- 16 number of student placements
- 1678 hours employees were engaged in professional development



Kate and Emma exploring puppetry at Creative Arts Camp.

**Moving Forward 2019-2020  
Perfection isn’t a goal – no  
matter how much Crazy  
Glue you use.**

The Centre continues to prepare for significant changes next year. We will implement our new individualized funding model and **we will focus on increasing our partnerships with our colleagues.** Just as Emmet relied on the support of the Master Builders, Five Counties relies on the **support of the team that includes colleagues across our communities.**

The confidence of the Board of Directors builds our confidence as we undertake our new adventures. The Leadership Team’s belief that everyone can be extraordinary encourages the strength and talent of our team. Our staff are unique in their commitment to the kids and families that we serve. We continue to be motivated by the creativity and dedication of the kids and families we serve.

**Together we will achieve  
our vision...**

Building

Abilities for Life.

# Annual Report of the Medical Director

Shelina Manji MD FRCP (C)

This past year has continued to be a time of opportunities, growth and challenges. As always, the team at Five Counties Children's Center has risen to meet the changing demands of health care in Ontario. I am delighted to be able to highlight some of these achievements.

## Clinical Excellence:

Recognizing that families and our clients are at the center of everything we do, we continue to strive to implement comprehensive processes and policies aimed at supporting and engaging our families. This has included:

- The successful implementation of our Team Care Plan rollout. The goal of Team Care Plans is to provide families with a comprehensive family-friendly document that summarizes their child's therapy team, goals and accomplishments. It reframes children's goals using CanChild's Six F-Words in Childhood Disability: Function, Family, Fitness, Fun, Friends. This framework was the result of over two decades of research, identifying factors that are important to all children's development.
- Diagnostic services for children with possible Fetal Alcohol Syndrome, using evidenced based, objective facial recognition software.
- Use of the Ontario Telehealth Network platform to provide

virtual care for families to improve access to care, in a manner that is timely, efficient and comfortable.

- Coordinated assessments for children with significant feeding difficulties with the implementation of a dedicated Feeding Clinic, which has included collaboration with the Pediatric Swallow Study services offered at Peterborough Regional Health Center.

In our continued commitment to improving outcomes, we have implemented a clinical and research tool called FOCUS. This provincial standard allows us to better measure the impact of speech and language therapy on children's communication skills.

## Working as part of a bigger team.

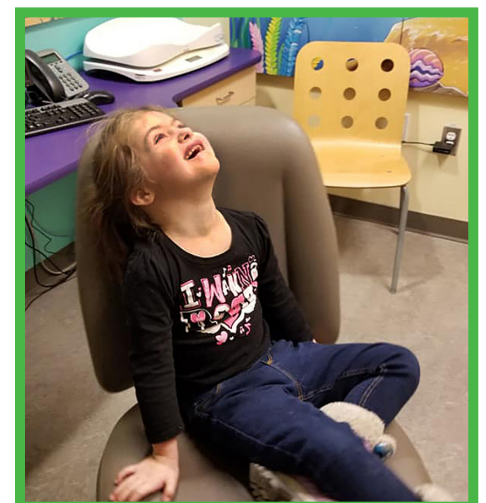
Our partnerships with our community, and our commitment to education in our community, continue to be strengthened. This year we welcomed students from Trent University enrolled in the Medical Sciences Internship course. In my role as preceptor to these students, I have been able to highlight the needs of children with disabilities, while promoting the expertise of our clinicians in this field and exposing the students to the allied health professions. We have also been included as partners in a proposal to Queen's University, as a potential site for



Maddie and Myles at Run, Wheel, Jump and Play Summer Camp.

an elective rotation for pediatric residents. This will enable us to educate future pediatricians in the needs of children with disabilities, while emphasizing the expertise we offer at Five Counties. We continue to welcome students and interns from speech language pathology, occupational therapy and physical therapy.

As we look ahead to the upcoming year, the Ontario government's steps towards direct funding for one particular group of childhood disabilities, has led to much debate and discussion. At Five Counties we are readying ourselves to respond with strategies that are equitable, ethical and inclusive, to continue to fulfill our mandate and commitment to children with disabilities.

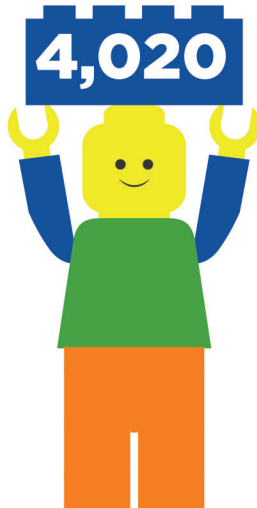


Abella makes the world smile every day.

2018 • 2019

# Helping More Kids in More Ways

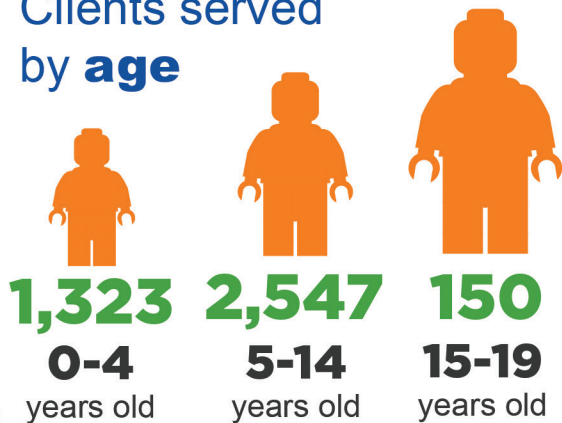
Total number of **clients** served by FCCC



## Clients served by **region**

**1,449** in Peterborough  
**1,060** in Northumberland  
**1,379** in City of Kawartha  
Lakes and Haliburton  
**132** Other Regions

## Clients served by **age**

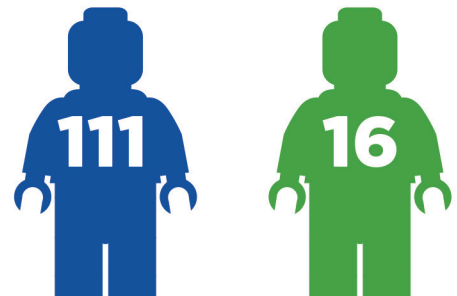


## Clients served by **program**



## FCCC Staff 2018 • 2019

Total number of **staff** Total number of **students**



Hours of **Professional  
Development**



**“You are capable of amazing things,  
because you are the Special.”**

–Vitruvius



Five Counties Children’s Centre is committed to the highest quality of service possible. We continually strive to improve our protocols, treatment and outcomes. Five Counties Children’s Centre received a three-year accreditation award from the Commission on Accreditation of Rehabilitation Facilities (CARF) on May 1, 2018. This is the highest standard an organization can achieve.

# 2018 • 2019 FCCC Staff Events

## Service Awards



**40 Years**  
**Alex Cranfield-Sinclair** – Program Manager, Regional Teams and Project Management



**35 Years**  
**David Cameron** – Building Caretaker



**20 Years**  
**Ellen Lueck** – Speech Language Pathologist



**15 Years**  
**Jacqui Alleyne** – Speech Language Pathologist  
**Kate Jaboor-Young** – Occupational Therapist  
**David MacDonald** – Building Caretaker



**10 Years**  
**Tanya Keast** – Recreational Therapist  
**Ashley Parsons** – Occupational Therapist/  
Advanced Practice Leader



**5 Years**  
**Jocelyn Brooks** – Building Caretaker  
**Cindy Carveth** – Human Resources Manager  
**Lisa Clark-Sampson** – Resource Consultant  
**Jacqueline Drummond** – Administrative Assistant  
**Cheryl Morris** – Professional Learning Coordinator  
**Debbie Stephenson** – Resource Consultant  
**Jessica Welton** – Occupational Therapist

## 2019 • 2020 Board of Directors

Mr. Adam White • Mr. Kent Stringham • Ms. Kristy Hook  
Dr. Cyndi Gilmer • Ms. Julie Davis • Ms. Karen Caddigan  
Mr. Tony Doyle • Mr. Hugh Parker • Mr. Ziyad Sidawi  
Mr. Andrew Smith • Dr. Paul Wilson



## The 2018 recipient of the Dr. Mary Thain Bursary was physiotherapist Ange Harrison

Created in recognition of Dr. Thain’s service to Five Counties Children’s Centre and her commitment to promoting excellence in health care, the Dr. Mary Thain Bursary is awarded to one Five Counties Children’s Centre employee annually and supports their participation in the American Academy of Cerebral Palsy and Developmental Medicine Annual Meeting.

“I’m thrilled to receive the award. This international conference is fantastic,” says Ange. “There’s so much to learn and share.”

The Academy’s mission is “to provide scientific education for health professionals and promote excellence in research and services for the benefit of people with and at risk for cerebral palsy and other childhood-onset disabilities”. The 72nd AACPD Annual Meeting’s theme was “Transformative Journeys”.

## Retirements

(May 1, 2018 to May 31, 2019)

**Heather Thornton**  
Speech Language Pathologist

**Susan Pecoskie**  
Physiotherapist

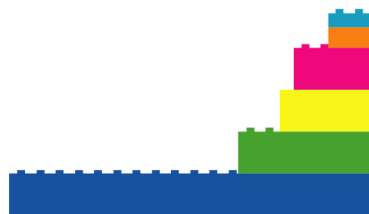
**Nancy Harrison**  
Administrative Assistant

**Katherine Orgill**  
Quality Coordinator – Investing In Quality

# 2018 • 2019 Financial Statements

## Five Counties Children's Centre - General Fund

### 2019 Revenues



• Miscellaneous/Contract Fees	\$203,443	2%
• Restricted funds for Therapy Services	\$425,650	3%
• County of Northumberland	\$1,172,596	11%
• School Health & Rehabilitation Programs	\$1,436,936	13%
• City of Peterborough	\$2,111,390	19%
• Ontario Ministry of Children, Community and Social Services	\$5,607,836	52%
	<u>\$10,957,851</u>	<u>100%</u>

### 2019 Expenditures

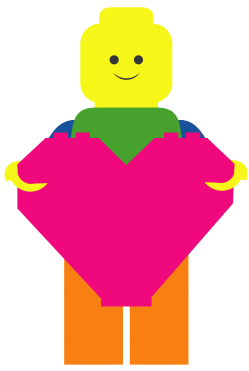


• Occupancy Related	\$643,930	6%
• Preschool Speech and Language	\$709,295	7%
• Special Needs Resourcing	\$967,988	9%
• Administration	\$1,178,484	10%
• School Health Support Services	\$1,090,939	10%
• Family & Child Care Support Services	\$1,907,206	17%
• Treatment Services	\$4,437,554	41%
	<u>\$10,935,396</u>	<u>100%</u>

STATEMENT OF FINANCIAL POSITION		
MARCH 31, 2019		
	2019	2018
<b>ASSETS</b>		
Current Assets & Long Term Investments	\$4,404,592	\$3,028,313
Fixed Assets (Net)	7,284,991	5,119,527
<b>Total</b>	<b>\$11,689,583</b>	<b>\$8,147,840</b>
<b>LIABILITY AND EQUITY</b>		
Current Liabilities	\$1,954,653	\$2,553,559
Long Term Liabilities	1,230,497	0
Liabilities	\$3,185,150	\$2,553,559
Invested in Capital Assets	\$4,962,490	\$5,119,527
Externally Restricted	2,311,653	125,487
Internally Restricted	945,884	27,396
Unrestricted	284,406	321,871
Fund Balances	\$8,504,433	\$5,594,281
<b>Total</b>	<b>\$11,689,583</b>	<b>\$8,147,840</b>

STATEMENT OF CONSOLIDATED REVENUE AND EXPENDITURE - General Fund		
Year ended March 31, 2019		
	2019	2018
<b>REVENUE</b>		
Ministry of CCSS - Treatment	\$4,695,182	\$4,909,386
Ministry of CCSS - Preschool Speech	843,068	8823,872
Ministry of CCSS - Infant Hearing	69,586	69,830
City of Peterborough	2,111,390	1,904,436
County of Northumberland	1,172,596	1,010,686
School Health & Rehabilitation Programs	1,436,936	1,041,500
Restricted Funds for Therapy Services	425,650	364,093
Interest	31,509	18,601
Interfund Transfers During the Year	-92,817	0
Other Income	264,751	245,004
	<u>\$10,957,851</u>	<u>\$10,387,408</u>
<b>EXPENDITURES</b>		
Treatment Services		
Preschool Speech and Language	\$4,437,554	\$4,533,173
School Health Support Services	709,295	754,672
Family & Child Care Support Services	1,090,939	863,937
Special Needs Resourcing	1,907,206	1,681,392
Administration	967,988	851,087
Occupancy Related	1,178,484	970,223
	643,930	646,564
	<u>\$10,935,396</u>	<u>\$10,301,048</u>
<b>EXCESS (DEFICIENCY) OF REVENUE</b>	\$22,456	\$86,360

A complete set of financial statements may be obtained upon request to the Chief Executive Officer.



# Thank You!

## Donor Giving 2018 • 2019

Foundation Donations (Apr.- Jul.)	\$119,180
Centre Donations (Aug.-Mar.)	\$807,601
Gift in Kind Support	\$25,107
<b>Total:</b>	<b>\$951,888</b>

## Fundraising Events of 2018 • 2019

- Behind Closed Doors • September 8
- Cold Creek County Concert • November 10
- Winterfest (Peterborough and Lindsay) • November 22-25
- Family Day with the Petes • February 18
- St. Patty's Day Run • March 17



**WILD FOR HOPE** organizers Brian and Julie McRae and event sponsors Brian and Kelly Fitzsimons of Worldsource Financial Management Inc. donate specialized adaptive equipment to Five Counties Children's Centre.

## To all of our Volunteers and Donors

**Generosity, dedication and selflessness.** These are the words that first come to mind when we are asked to share thoughts about the importance and impact of our donors and volunteers to the families who come to the Centre. Everyone has their own motivation for supporting us but, at the very core, lies an awareness of the reality that children in our communities need their help and the desire to do something about it.

Volunteers contribute their time, skills and expertise and provide support to our fundraising staff in three core areas; administration, recognition and events management. Without our volunteers and their hard work and involvement in our multiple events, recognition programs, fund development committees and one-time projects, we would have been unable to achieve the success we did in 2018/19. We have over forty people who give generously of their time and talents on a consistent basis as volunteers, and for this we are deeply grateful.

In addition to the outpouring of support that we receive from the public and our staff in terms of volunteer time, we are also extremely grateful to receive the financial support of a multitude of individual donors, businesses, and service organizations. Community giving supported numerous opportunities for our kids including direct treatment services, music therapy, recreation programs, and the purchase of therapeutic equipment to name a few. Whether it's from funds raised through our direct mail campaigns, corporate support, individual gifts or our many events, we value every dollar that goes towards helping a child be the best they can be.

This year's annual report is rooted in the importance of community and working together as visualized in the Lego movie. The main character Emmet share our feelings about our many supporters - **"You are the most talented, most interesting, and most extraordinary person in the universe. And you are capable of amazing things. Right now, it's about you, and you can change everything."** We are very proud to work with such an extraordinary group of donors and volunteers. We thank you for your time, energy and dedication. You make a difference and help our kids and their families build their abilities for life!



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 Support our kids at: [development@fivecounties.on.ca](mailto:development@fivecounties.on.ca)